TRANSPORTATION

1. OVERVIEW

MISSION

The Department of Transportation's mission is to provide for the safe, secure, accessible and reliable movement of people and goods to serve the social and economic needs and aspirations of the people of the Northwest Territories.

GOALS

1. The NWT transportation system continues to improve.
2. The NWT has an ongoing high level of Northern business and employment opportunities in the public and private transportation sectors.
3. The NWT has a safe and secure transportation system in all modes.
4. The Department has a high performance workplace that is adaptable, effective, efficient and innovative in delivering programs and services.
5. The Department will continue to ensure that the high quality of the NWT environment is maintained.
6. The Department supports local transportation infrastructure.

KEY ACTIVITIES

- *Corporate Management and Services*
- *Airports*
- *Highways*
- *Marine*
- *Community Access Program*
- *Road Licensing and Safety*

2. EMERGING ISSUES

Focusing Investments
Demand from industry and the public is increasing for new roads, improved all-weather and winter roads, and airport runway extensions to support development, inter-community travel, and a reduced cost of living in communities across the NWT. In recent years, the federal government allocated a large amount of infrastructure funding under various programs including the Canadian Strategic Investment Fund and the Building Canada Plan. The GNWT also invested in transportation infrastructure through the Reducing the Cost of Living Strategic Initiative. As these programs sunset, the Department must ensure the limited capital funds remaining are focused on priority rehabilitation needs, while exploring additional financing alternatives for capital project delivery.

Sustaining an Under-Developed and Aging Transportation System
The Department is challenged by the need to upgrade substandard transportation infrastructure and to rehabilitate and replace aging infrastructure with limited resources. Much of the existing infrastructure in the NWT was built to the standards of the day and now requires extensive investments to maintain operability and reliability. Major culverts, bridge structures, and maintenance buildings are reaching the end of their lifecycles and must be rehabilitated or replaced. Investments are also required to replace chipsealed sections of the highway that have reached the end of their service lives (typically 5 to 7 years). If chipsealed sections are not resurfaced, then they must be returned to gravel to maintain safety.

Modernizing practices through innovation will assist the Department to optimize resources and address the aging transportation system. Investments in technology will increase efficiency, improve productivity, system performance, and reliability.

Expanding the System to Connect Communities and Enable Development
Expansion of the Northwest Territories' transportation system will facilitate the diversification of the NWT economy and improve the quality of life for citizens who will gain increased access to essential services, economic opportunities, increased mobility, and a reduced cost of living.

The NWT has enormous potential for non-renewable resource development to increase economic growth for the territory and Canada. The vast mineral potential alone is consistently ranked by mining companies surveyed by the Fraser Institute as one of the highest in North America, yet the NWT continues to have insufficient infrastructure required to access its full potential. Development projects such as the Mackenzie Gas pipeline, Prairie Creek Mine, Avalon Resources, Ghacho Koe, and Fortune Minerals would benefit from an improved transportation network.

Regional Disparity in Capital Investments
In recent years, with federal programs, the Department has been able to address priority areas across all regions. Now, the Department is facing the difficult fiscal challenge of meeting regional transportation infrastructure needs with limited funding. These federal infrastructure programs end and the GNWTs capital budget returns to a $75 million limit for territorial infrastructure programs. Meanwhile, program areas have competing infrastructure needs.

Federal investments into large projects such as the Inuvik to Tuktoyaktuk Highway and the rehabilitation of Highway 4 may create the appearance of regional disparity raising political questions in light of other infrastructure needs.

Ensuring Environmental Sustainability
The health of the environment continues to be the focus of public attention at territorial, national, and international levels. The Department recognizes the importance of environmental considerations and continues to foster a corporate culture of excellence across all programs and services. Efforts range from implementing operational improvements for greater energy efficiencies and reduced fuel consumption to advance climate change research. Such environmental initiatives will be central to realizing the Department's long-term environmental stewardship objectives.

Accommodating Increasing Regulatory Requirements
The Department is subject to an increase in regulatory requirements aimed at protecting the environment and ensuring public safety within the transportation system. In addition to territorial standards, the Department must comply with federal transportation safety, security, and environmental regulations. These regulations add increased monitoring and reporting responsibilities to staff workloads, driving a need for additional effort and resources.

Adapting to Climate Change
The NWT transportation system is vulnerable to the effects of climate change. Vital infrastructure is built on discontinuous permafrost. The operating season for winter roads and ice crossings rely on ice, snow, and cold temperatures. Over the pasts 20 years, the trend to warmer than normal temperatures has delayed the opening of ice bridges, reduced the operating window of the winter road system, increased O&M costs, increased the use of consumable such as sand and salt, and has lead to increased variability and unreliability within the transportation system. Permafrost degradation increases the cost of operations and maintenance and accelerates the need for capital rehabilitation. Pressure is increasing to adapt to the effects of climate change by improving surface and drainage conditions on highways and airport runways, realigning winter roads to overland right-of-ways, and building permanent bridges to extend and stabilize the winter road seasons.

Addressing Human Resource Pressures
A healthy, productive, and sustainable workforce is essential. One of Department's significant challenges is age-related attrition. With 43 percent of the current workforce over the age of fifty, 29 percent of the Department's staff is eligible to change due to age-related attrition within the next five years. This is especially critical when examining the workforce by the type of position. Between 38 and 45 percent of middle and senior managers, engineers, technologists and service personnel such as Highway Transport Officers, are eligible to retire within the next five to ten years,

3. 2012-13 Planning Information

The detailed description of planned activities for the department includes the following sections:

a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.

b) **Key Activities** describes the Department's major programs and services, including strategic activities, as well as results to date and measures.

c) **Responding to Priorities of the 17th Legislative Assembly** describes Department initiatives that meet the priorities and goals of the 17th Assembly.

d) **Infrastructure Investments** gives an overview of the Department's infrastructure investments to date and activities planned for 2012-13.

e) **Legislative Initiatives** provides a summary of the Department's legislative initiatives during the 17th Legislative Assembly as well as initiatives planned for 2012-13.

f) **Human Resources** include overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.

g) **Information Systems and Management** describes Department-specific information and management systems as well as major initiatives planned for 2012-13.

a) Fiscal Position and Budget

Departmental Summary

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	($000)	($000)	($000)	($000)
OPERATIONS EXPENSE				
Corporate Services	10,228	10,599	10,063	9,510
Marine	8,042	7,973	7,976	7,407
Highways	67,844	58,089	58,094	54,561
Airports	28,677	29,310	29,033	26,898
Road Licensing & Safety	4,616	4,599	4,603	4,393
Community Access Program	1,008	1,008	1,008	882
TOTAL OPERATIONS EXPENSE	120,415	111,578	110,777	103,651

OPERATION EXPENSE SUMMARY

	Main Estimates 2011-12	Proposed Adjustments: Forced Growth	Proposed Adjustments: Initiatives	Proposed Adjustments: Sunsets and Other Adjustments	Proposed Adjustments: Internal Reallocations	Proposed Budget 2012-13
	($000)	($000)	($000)	($000)	($000)	($000)
Corporate Services						
Management	684	-	-	-		684
Information Systems	1,938	-	-	-	42	1,980
Finance	1,007	-	-	-	(2)	1,005
Occupational H&S	136	-	-	-	-	136
Employee Benefits	974	-	-	-	-	974
Regional Management	2,427	(4)	-	-	(11)	2,412
Contracts	380	-	-	-	-	380
Policy & Planning	1,649	-	142	-	(2)	1,789
Environment	504	-	-	-	-	504
Public Affairs	341	-	-	-	-	341
Amortization	23	-	-	-	-	23
Total Activity	**10,063**	**(4)**	**142**	**-**	**27**	**10,228**
Marine						
Management	2,554	(4)	-	-	-	2,550
Maintenance & Refits	1,044	-	-	-	(3)	1,041
Operations	3,594	62	-	-	-	3,656
Amortization	784	-	-	11	-	795
Total Activity	**7,976**	**58**	**-**	**11**	**(3)**	**8,042**
Highways						
Management	718	-	-	-	-	718
Winter Roads	4,522	442	-	-	-	4,964
Infrastructure	10,906	(8)	-	5,298	146	16,342
Operations	17,581	478	-	-	(160)	17,899
Amortization	24,367	-	-	3,554	-	27,921
Total Activity	**58,094**	**912**	**-**	**8,852**	**(14)**	**67,844**
Airports						
Management	703	-	-	-	(4)	699
Program Development	2,231	-	-	-	-	2,231
Operations	13,641	235	-	-	(5)	13,871
Facilities	3,618	-	-	-	-	3,618
Amortization	8,840	-	-	(582)	-	8,258
Total Activity	**29,033**	**235**	**-**	**(582)**	**(9)**	**28,677**
Road Licensing & Safety						
Management	285	-	-	-	-	285
Safety and Regulations	2,166	-	-	-	(196)	1,970
Transport Compliance Sect	1,706	(3)	-	-	195	1,898
Amortization	446	-	-	17	-	463
	4,603	**(3)**	**-**	**17**	**(1)**	**4,616**
Community Access Program						
Community Access Progra	1,000	-	-	-	-	1,000
Amortization	8	-	-	-	-	8
	1,008	**-**	**-**	**-**	**-**	**1,008**
TOTAL DEPARTMENT	**110,777**	**1,198**	**142**	**8,298**	**-**	**120,415**

REVENUE SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	($000)	($000)	($000)	($000)
TRANSFER PAYMENTS				
Federal Cost - shared				
Research and Development - Build Canada Plan	406	264	264	32
GENERAL REVENUES				
General				
Airports - Landing & Other Fees	3,094	2,500	2,500	2,942
Road Licensing & Safety - Exams & Certifications	171	20	20	23
Road Licensing & Safety - Fees	589	840	840	680
Road Licensing & Safety - Licenses	430	430	430	402
Road Licensing & Safety - Permits	320	420	420	313
Road Licensing & Safety - Registrations	3,775	3,675	3,675	3,773
TOTAL	8,379	7,885	7,885	8,133
OTHER RECOVERIES				
Airports - Concessions	204	290	290	324
Airports - Lease/Rental Revenue	2,665	2,450	2,450	2,525
Wood Buffalo National Park Recoveries - Parks Canada	130	130	130	278
Nav Canada Occupancy Agreement	607	550	550	594
CATSA Agreement - YK Airport HBS	127	127	127	127
Bypass Road - City of Yellowknife	-	-	-	1,756
Corporate Services - Administration Fees	130	130	130	121
Amortization of Capital Contributions	12,700	11,635	11,635	10,691
TOTAL	16,563	15,312	15,312	16,416
REVENUES	**25,348**	**23,461**	**23,461**	**24,581**

b) Key Activities

KEY ACTIVITY 1: CORPORATE SERVICES

Description

The Corporate Services key activity is comprised of the **Directorate**; **Policy, Planning & Environment**; **Public Affairs & Communications** and department-wide **Corporate Services.**

Under the guidance of the Deputy Minster, the **Directorate** provides leadership, planning, and overall management of the Department and provides strategic advice and support to the Minister.

The **Policy, Planning, and Environment** division provides services related to strategic business and capital planning, Financial Management Board decision-making instruments, ministerial briefing notes, policy and legislative initiatives, and regulations. The division is also responsible to monitor regulatory compliance and mitigate the environmental impact of Department operations.

The **Corporate Services** division provides department-wide support in human resources, finance administration, contracts and tenders, records management, information systems, occupational health and safety, and other administrative services.

The **Public Affairs and Communications** office is responsible for the Department's communication projects, strategies, and public relations.

Major Program and Service Initiatives 2012/ 13

Continue to pursue federal infrastructure funding

- Continue working with Infrastructure Canada to develop a long-range infrastructure investment agreement that provides flexibility to address NWT priorities, allocates funding on a base rather than per capita formula, and specifically address the strategic needs of the north.
- Continue to renew modal transportation strategies to ensure system needs are evaluated, prioritized, and well-documented
- Continue to pursue funding through various federal programs such as the Airport Capital Assistance Program (ACAP) and the Infrastructure Stimulus Fund (IFS)
- Pursue investments in technology and innovation to maximize resources including intelligent transportation solutions, such as Road Weather Information Systems, which allow maintenance personnel to identify and target salt and snow plowing needs
- Continue to work toward a funding agreement with Parks Canada for capital needs in Wood Buffalo National Park
- Continue to pursue partnership opportunities with CanNor to advance the environmental processes relating to the southern section of the Mackenzie Valley Highway

Maintain the Integrity of the Transportation System

- Concentrate efforts to ensure limited capital is focused on the highest priority areas and that sufficient capital and O&M funding is available to maintain the integrity and reliability of the system
- Prioritize investments in critical repairs, rehabilitation and replacements of bridges, culverts, and chipsealed surfaces
- Implement management systems to prioritize investments and maintain, upgrade, and safeguard transportation assets and infrastructure with limited capital funding

Expanding the System to Connect Communities and Enable Development

- Assess innovative financing options to advance the Inuvik to Tuktoyaktuk highway project through the environmental review process and related baseline field data collection and geotechnical studies
- Assess options for constructing a Seasonal Overland Road into the Slave Geologic Province
- Assess options for realigning the existing Tlicho winter road to an overland alignment to improve access to resources, connect communities, and reduce the cost of living
- Update the transportation strategy toward completion of a comprehensive, multi-modal transportation strategy

Ensuring Environmental Sustainability

- Develop a Green House Gas Reduction Plan to improve energy efficiency and conservation
- Continue the remediation of hazardous sites and environmental liabilities, such the Fort Resolution community airport, Wrigley highways maintenance camp, and at the James Creek highway camp on the Dempster Highway
- Continue implementing internal energy saving initiatives, such as upgrading ferry engines to reduce fuel consumption
- Educate the public and commercial trucking sector on energy saving measures related to transportation

Accommodating Increasing Regulatory Requirements

- Ensure activities meet all regulatory requirements through self audits, compliance checks and continual improvements inherent in Safety Management Systems and Environmental Management Systems
- Continue developing and implementing best practices to support sustainability, such as salt management and erosion and sediment control best practices
- Lobby for regulatory amendments to better reflect Northern issues and conditions, for example Transport Canada's current runway end safety areas (RESA) regulation could require improvements to 11 NWT runways.

Adapting to Climate Change

- Complete a Departmental Climate Change Adaptation Plan to inform decision making, suggest adaptive measures, predict future trends, frame best practices, identify data gaps, research and development needs, and cost implications of climate change impacts
- Continue research into the implications of climate change on the transportation system, including vulnerability assessments of transportation system components
- Continue to decrease the vulnerability of the system by improving surface and drainage conditions on highways and airport runways, realigning winter roads to overland right-of-ways, building permanent bridges and using ice spray technology to extend and stabilize winter road and ice crossings seasons
- Collaborate with researchers, experts, other jurisdictions, and the Transportation Association of Canada (TAC) to produce Best Practice's Guides, such as the Construction, Maintenance, and Operation of Winter Roads, Geometric Guidelines for Special Roads, and Guidelines for Construction on Permafrost
- Continue leading and participating in the Network of Expertise on Permafrost and Arctic Waters

Addressing Human Resource Pressures

- Implement *Developing our Greatest Resource: 2010-2014 Human Resources Plan for the Department of Transportation*
- Invest in technology, training, and development that promotes diversity, advancement, recognition and retention of the DOT workforce
- Develop a succession plan to address age-related attrition
- Develop and implement an Occupational Health and Safety strategy and action plan

KEY ACTIVITY 2: AIRPORTS

Description

The purpose of the Airports Program is to provide airport facilities and services and to encourage and support the provision of regular, safe, cost-effective, and reliable air services. The Department is responsible for the maintenance, operation, rehabilitation, and upgrading of airports.

The Airport Division of the Department operates 27 airports in the NWT: one gateway hub (Yellowknife); two regional hubs (Norman Wells and Inuvik), and 24 community airports. The division maintains a close watch over air transportation legislation, regulation, policy activities of other governments, trends in air transportation safety, cost, infrastructure technology developments/change, and opportunities for partnership to finance the improvement of airport infrastructure.

There are four areas of program support: Management, Program and Standards, Operations and Facilities.

Major Program and Service Initiatives 2012-13

Improve Airports and Airport Facilities
Aerodromes in the isolated communities of Colville Lake and Trout Lake are being relocated to allow for runway expansions that will improve air service to the commuinties. The Department will continue to improve airports and airport facilities using innovative solutions such as installing light-emitting diode (LED) runway lights, asset management systems, and design-build contracting opportunities.

Advance Economic Development Opportunities
The Department is developing new strategies to enhance private sector opportunities to support the NWT economy. While pressure is mounting to provide airside development opportunities, the availability of commercial land at airports is becoming increasingly scarce. The Department will advance economic development opportunities on airport lands through investigating and promoting commercial business interests and investments and advancing airport commercial land development

Fees Review
The Department is reviewing airport-related revenue streams and will review, evaluate, and consider revising current service fee structures, such as landing fees and general terminal fees, to ensure consistency and fairness. Once these fee structures are reviewed and revised, they will be set to increase annually with inflation.

Regulatory Safety Management System
The Safety Management System (SMS) is a new Transport Canada regulatory requirement for aviation safety. It is an important factor in the achievement of the goals to reduce the number of accidents and to increase the level of public confidence in Canada's air transportation system. A primary strategy is to improve safety through proactive management rather than reactive compliance with regulatory requirements. Safety management involves organizational change and requires a process for managing risks. The SMS integrates operations and technical systems with the management of financial and human resources to ensure aviation safety and the safety of the public. The department is in the fourth year of a four-year implementation plan. The SMS program includes quality assurance, emergency planning, hazard risk analysis, corrective action programs, inspection, auditing and training programs and documentation requirements at all community airports.

Emergency Response Plans

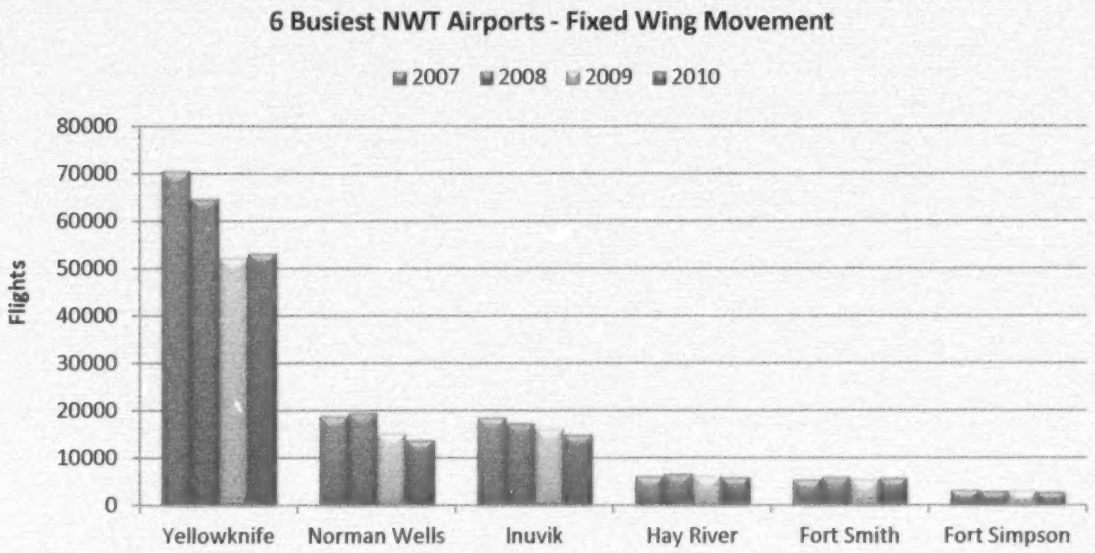
Certified airports are now required to meet more prescriptive regulations surrounding emergency response planning, emergency response training, and full-scale live exercises that must be held every four years to practice procedures in a simulated emergency. DOT works closely with the communities, the Departments of Municipal and Community Affairs, and Health and Social Services, RCMP, and other emergency responders to ensure the exercises are a valuable experience for each community. Partnership opportunities are being developed to coordinate best practices in emergency planning and to ensure efficiencies are maximized. Identified issues are being addressed and continual improvement is being made to the planning process and emergency response capabilities in each community. 2012-13 is the fourth year of the cycle and upon completion, all airports will have had at least one full-scale live exercise.

Firefighting

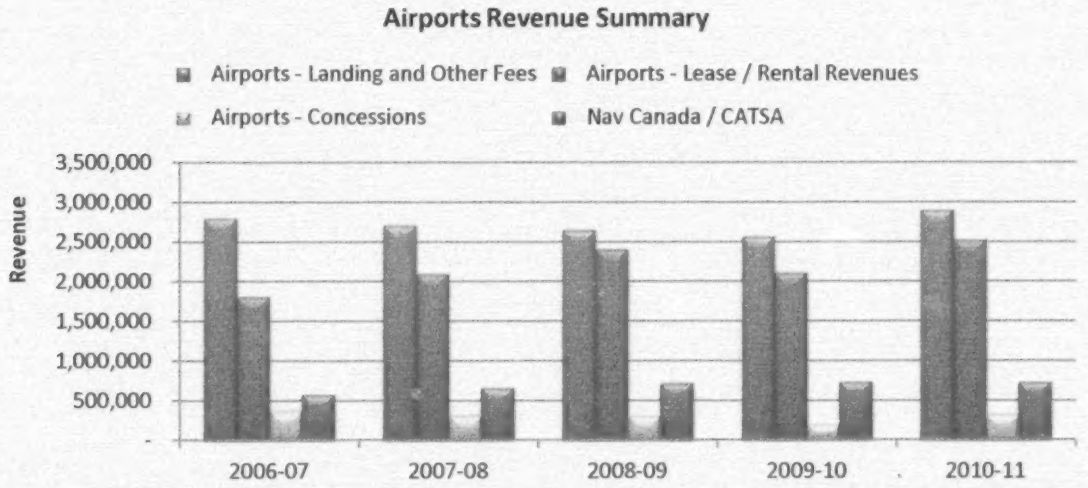
The Yellowknife Airport is working with partners within the City of Yellowknife, the Department of Environment and Natural Resources, the diamond mines, and the Department of National Defense to improve firefighting capacity in the North. The Department has a strategic action plan to share resources, training facilities, and to ensure firefighting equipment can be used in a cohesive, effective manner between our partners. The Department will continue developing the firefighter training facility and will identify opportunities for efficiency, such as cross-training and cross-utilizing staff.

Measures Reporting

Aircraft movement at six busiest GNWT Airports



Airport commercial development, lease and landing fee revenues



('Landing and Other Fees' include: Landing Fees, General Terminal Fees, Aircraft Parking, Vehicle Parking/Fines and Miscellaneous Revenue)

KEY ACTIVITY 3: HIGHWAYS

Description

The purpose of the Highways Program is to provide highway infrastructure and services to support the provision of safe, reliable and cost-effective inter-community travel and road transportation services. The Department is responsible for operating, maintaining, rehabilitating and upgrading highway infrastructure.

The NWT highway system consists of approximately 2,200 kilometres of all-weather road and 1,425 kilometres of publicly constructed winter road. It includes over 95 bridges, 244 large diameter culverts, and well over 3,000 small culverts. In addition, feeding into the public system are numerous privately constructed winter roads for oil and gas development and mine re-supply, including the 570-kilometre Tibbitt to Contwoyto winter road into the Slave Geologic Province. Seventeen communities are served by all-weather roads (12 of which experience disruptions during freeze-up and break-up) and another 11 are served by winter roads. At present, 45 percent of the highway system is paved or chipsealed, with another 27 percent having a dust-treated surface.

There are five areas of programs support: Management; Structures, Design and Construction; Technical Support, and Operations and Maintenance.

Major Program and Service Initiatives 2012-13

Mackenzie Valley Highway
Public and political support is strong for an all-weather highway up the Mackenzie Valley from Wrigley to Tuktoyaktuk. The project is of national significance as it will complete a transportation network extending from coast-to-coast-to-coast. The all-weather highway will create greater access to a wealth of resources, such as oil and gas development, and create connections to Northern communities previously dependent upon air travel or winter roads.

Already $120 million has been invested incrementally including 35 permanent bridges constructed along the highway's proposed alignment and a 19-kilometre access road extending south from Tuktoyaktuk has been completed. The Department has collaborated with Aboriginal land claim organizations and community governments to develop Project Description Reports for sections of the highway alignment passing through five claim areas. The reports are being consolidated into one document. The Department will seek federal funding to advance the Wrigley to Dempster segment of the route through the regulatory phases. The Department will also seek innovative financing to continue with incremental improvements such as the Great Bear River bridge crossing.

Inuvik to Tuktoyaktuk Highway
The most advanced segment of the Mackenzie Valley Highway route, in terms of regulatory review, planning and funding, is the Inuvik to Tuktoyaktuk segment. The 137-kilometre highway will be located in the Inuvialuit Settlement Region, with approximately 51.5 percent of the alignment on Inuvialuit private land. With some upgrading, the 19-kilometre access road completed between Tuktoyaktuk and Gravel Source 177 will become the most northern section of the highway.

In the June 2011 budget, the federal government committed $150 million over five years for the construction of the Inuvik to Tuktoyaktuk all-weather highway. The Department is currently reviewing procurement and financing options, as well as completing the environmental review phase of the project, which includes the collection of environmental baseline and geotechnical information.

Deh Cho Bridge
The Department is constructing a 1045-metre bridge across the Mackenzie River at Fort Providence. When the bridge opens to traffic in late 2012, the Department will enter the operation and maintenance phase of the largest infrastructure project ever undertaken by the GNWT to date. This will include the operation of an automated toll tracking system. The interconnected automated system includes transponders, cameras and automated axle counters to track and record commercial vehicle crossing events. The technology will reduce the administrative burdens on the department and commercial operators, improve efficiencies, and align with practices in other jurisdictions.

The conclusion of the project will mark an important and historic milestone. The Deh Cho Bridge will remove a bottleneck in the transportation network that has affected the social and business aspects of Northern lifestyle. Uninterrupted access is the most significant benefit resulting from the first permanent bridge to cross the Mackenzie River.

Ingraham Trail Realignment
The GNWT entered an administrative arrangement with Aboriginal Affairs and Northern Development Canada (AANDC) to re-align the Ingraham Trail away from the Giant Mine site to facilitate remediation and mitigate potential public health and safety risks. AANDC will release a portion of the GNWT's financial contribution obligation under the 2005 Cooperation Agreement Respecting the Giant Mine Remediation Project and the GNWT will advance the realignment on a more aggressive timeline. Construction is expected to begin in the spring of 2012. The highway is scheduled to be open to traffic in the fall of 2012 and paved in the summer of 2013.

Seasonal Overland Road
A shortened winter road season results in significant cost and operational difficulties for resource development activities. Building upon the work already completed by the private road operator, the Tibbitt to Contwoyto Joint Venture, the Department of Transportation is assessing the feasibility of constructing a seasonal overland road (SOR) as a P3 project to replace the 156-kilometre southern portion of the ice road from Tibbitt Lake to Lockhart Lake. The SOR will extend and stabilize the normal winter ice road season by as many as 30 days. Funding for the study was secured through a partnership with P3 Canada through the strategic initiatives. The feasibility study will be complete late in the spring of 2012. The next steps are dependent on the study results.

Tłı̨chǫ Corridor Study
Working with the Tłı̨chǫ chiefs, the Department initiated research into options to improve access to the Tłı̨chǫ communities. The research included an economic analysis of the costs and benefits of realigning the Tłı̨chǫ winter road to an overland route. The Department and the Tłı̨chǫ government renewed a Memorandum of Understanding in August of 2011 to move forward with work relating to Project Description Reports, such as an engineering and environmental analysis. Work will continue in 2012-13.

Extending Winter Road and Ice Crossings Seasons
The Department endeavours to maximize winter road operations to facilitate inter-community travel, re-supply, and resource development. Major progress has been made to improve the bridge infrastructure supporting the Mackenzie Valley Winter Road. In an effort to achieve a longer operating season, 35 of 40 bridges have been constructed with two more in the planning and design phase.

The Department is enhancing conventional ice auger flooding techniques with ice-spray technology to accelerate the construction of the ice crossings on the Peel and Mackenzie Rivers along the Dempster Highway. Both crossings are anticipated to be at full load capacity by mid-December and the Tsiigehtchic Winter Access by early January. Similarly, ice-spray technology will be used at the Liard River ice crossing to Fort Simpson with the goal of opening the ice bridge earlier in the season.

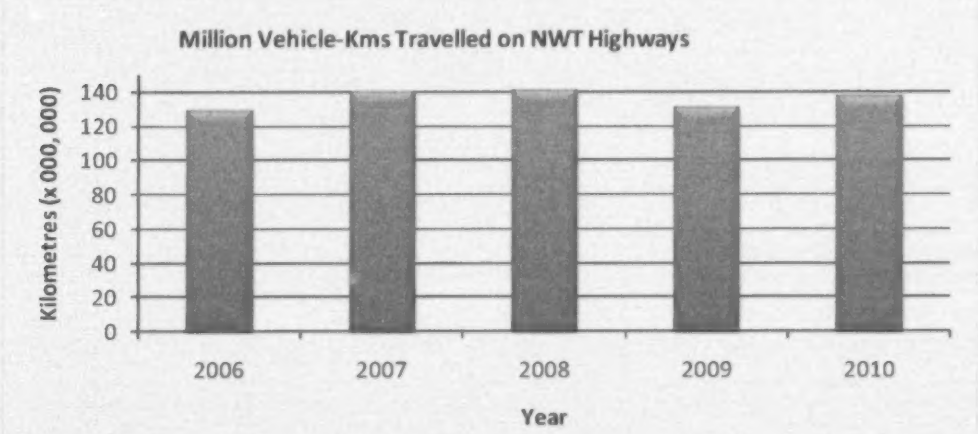
Wekweètì Winter Resupply Route
In 2012, the Department will pursue the construction of a winter resupply route to Wekweètì. Previously, the federal government contracted the construction of a 160-kilometre winter road to the Colomac Mine to support remediation work. The Department then constructed a 73-kilometre spur from the federal Colomac road to Wekweètì, which dramatically reduced the cost of living for residents. Remediation work at the mine concluded. For the 2012 season, the Department has partnered with the Tłı̨chǫ government and industry to construct the route. Long-term options for resupply will be evaluated in 2012-13.

Improved Asset Management Systems
Innovative management systems are necessary to prioritize limited resources and to monitor the life cycles of assets and programs. With limited capital funding, the department must ensure investments are targeted at the infrastructure in greatest need of replacement or rehabilitation. The Department will continue to review, improve, and implement asset management systems to manage the maintenance, repair, and life cycles of equipment, pavement, and bridge and culvert structures to better target operations, maintenance, and rehabilitation.

Highways Equipment Management System (EMS)
The Department has over 1600 pieces of equipment which are critical to ensuring safe and effective maintenance of the network. The life cycle management of these items is vital to the organization. A modern system has been implemented to accurately track each piece of equipment to ensure the Department is prepared.

Measures Reporting

Number of vehicle Kilometres travelled (all traffic on Highways 1-8)

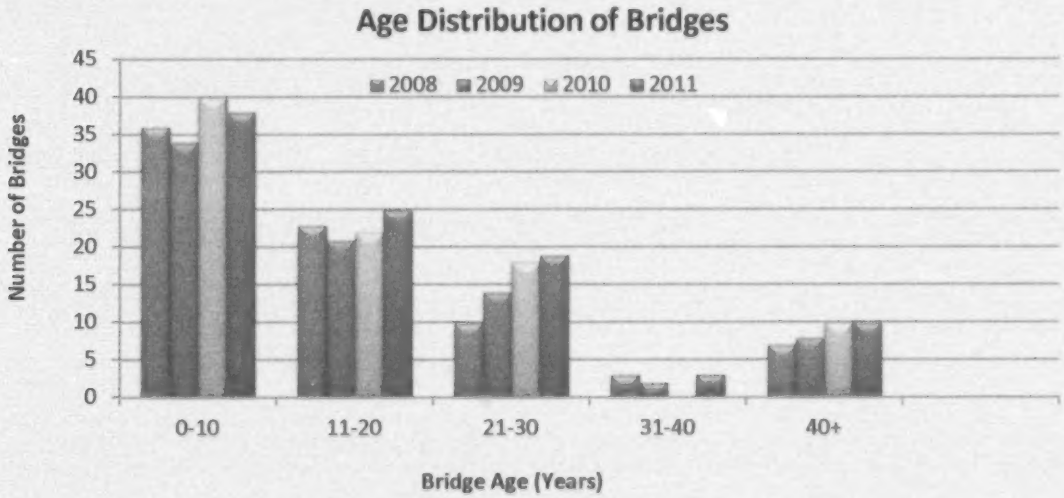


Percentage of different classifications of NWT all-weather highway system

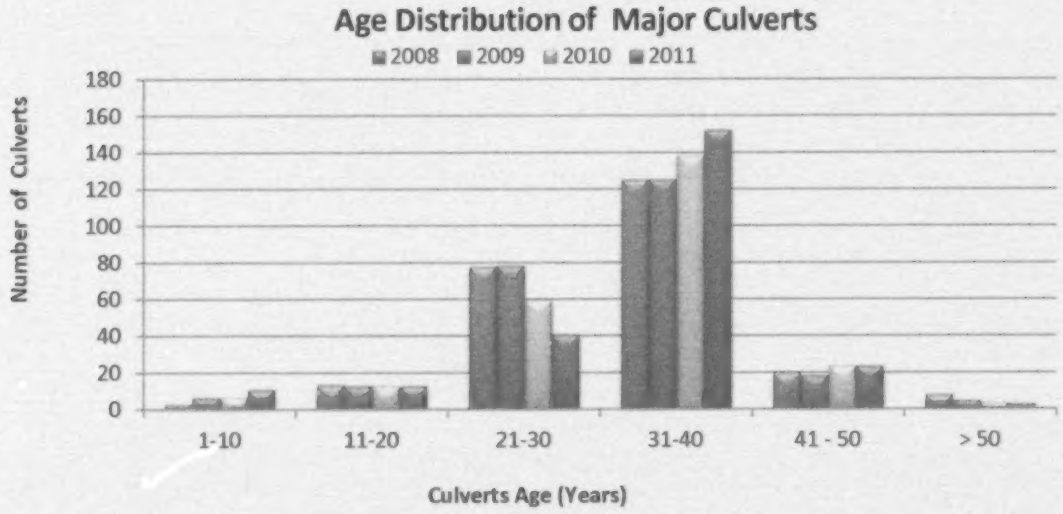
NWT All Weather Highway System Classification – Surface Types (km)				
	2007	2008	2009	2010
Surface	921(42%)	921 (42%)	928 (42%)	969 (44%)
Dust Controlled	599 (27%)	589 (27%)	583 (27%)	542 (25%)
Untreated Gravel	676 (31%)	676 (31%)	676 (31%)	697 (32%)
Total	2187	2187	2187	2208*

(* Nahanni Butte access road 21 Km)

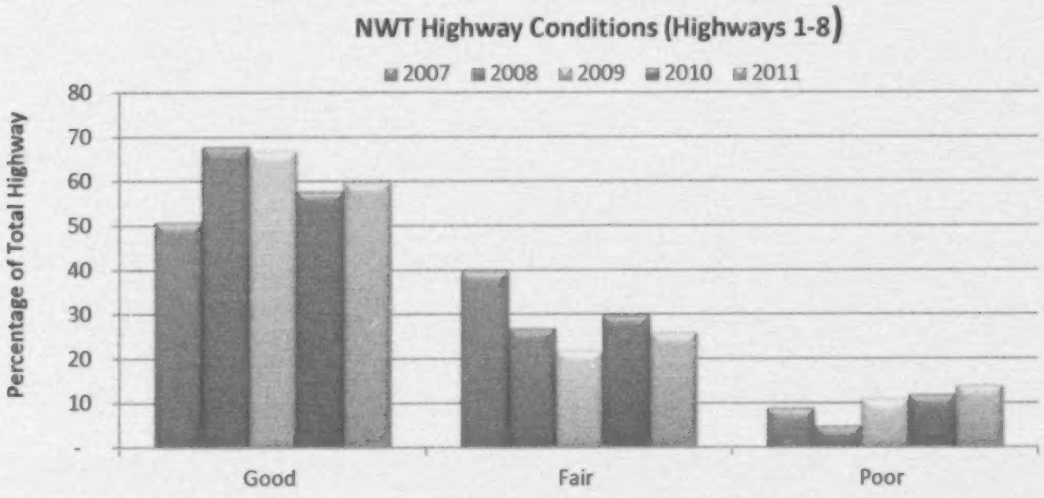
Age distribution of bridges



Age distribution of major culverts



Percentage of highway kilometres with a good to excellent ride condition rating



KEY ACTIVITY 4: MARINE

Description

The Department of Transportation provides safe, reliable, effective, and environmentally responsible ferry services at five river crossings where the all-weather highway intersects the waterways. The Department is responsible for the maintenance, operation, and continual improvements of five vessels and their support facilities, a diverse fleet that operates under harsh conditions. Responsibilities also include maintaining a close watch over federal policy activity and changes. The Department also maintains community resupply facilities on behalf of the federal Department of Fisheries and Oceans.

There are three areas of program support: Management, Maintenance, and Refits and Operations.

Major Program and Service Initiatives 2012-13

Marine Strategy – *On Course*
The Department is drafting a marine strategy, On Course, to plot the future of the marine fleet and its operation. The strategy will include innovative methods for increasing fuel efficiency and improving maintenance practices. The strategy will also provide methods to monitor and minimize the environmental impact of granular deposits at landing sites, increase the length of the operating season, meet all Transport Canada regulations, and standardize vessels to gain efficiencies.

The Deh Cho Bridge is expected to open to traffic in the fall of 2012 ending decades of ferry service crossing the Mackenzie River at Fort Providence. The opening of the bridge will create an opportunity to improve efficiencies and redeploy the fleet across the remaining 4 ferry crossing locations.

Community Access
The Department will continue to use innovative technology to lengthen the ferry operating seasons to improve inter-community travel, re-supply, and resource development.

'Over the Top' Shipping Route
Industry is showing heightened interest in commercial shipping activities in the waterways of the Western Arctic and the Mackenzie River Basin. The recent interest is largely due to opportunities associated with the development of a Western Arctic Gateway and the "Over the Top" shipping route. The Department will continue promoting the Canadian benefits of developing a Western Arctic Gateway through the Ports of Tuktoyaktuk, Hay River, and Fort Smith to meet growing import and export activities in Western Canada.

Regulatory Compliance
Investments in technology and innovation are being driven by changing regulatory requirements pertaining to the use of granular materials at the landing sites, a new requirement for real time passenger information, and increased fuel efficiency. To address these requirements, the Department has recently implemented an extensive Local Area Monitoring Plan for the Dempster ferry system, an online passenger tracking system, and has adjusted the ferry refit plan to focus on engine and generator replacements as well as landing upgrades.

Climate Change
The Department is gaining a better understanding and ability to respond to the changing climate's projected impact on resupply routes in arctic waters and on the Mackenzie inland waterways through its involvement in the Network of Expertise – Arctic Waters. A recent risk assessment workshop supported

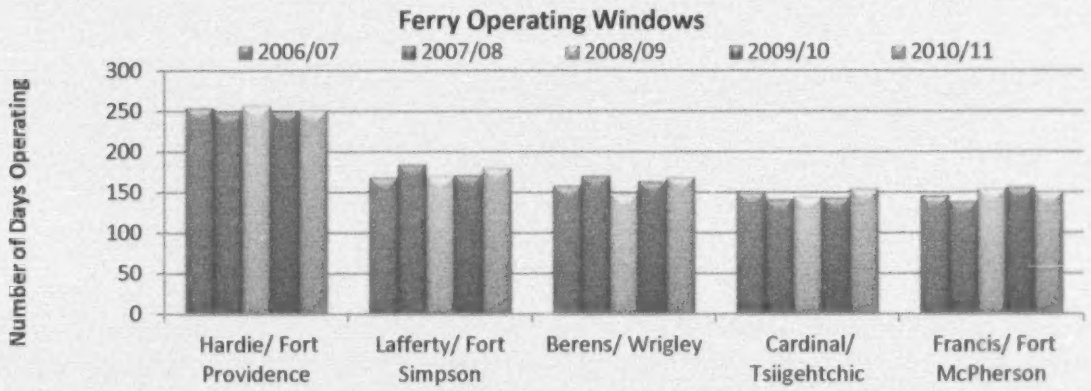
the need for improved charting for arctic communities to help mitigate the impact of changing water levels and ice conditions. Dredging to maintain adequate draft to maintain the Mackenzie resupply system is also required. The Department will continue lobbying the federal government to improve hydrographical charting in the Beaufort Delta and to restore the dredging program at the Port of Hay River.

Emission Reductions

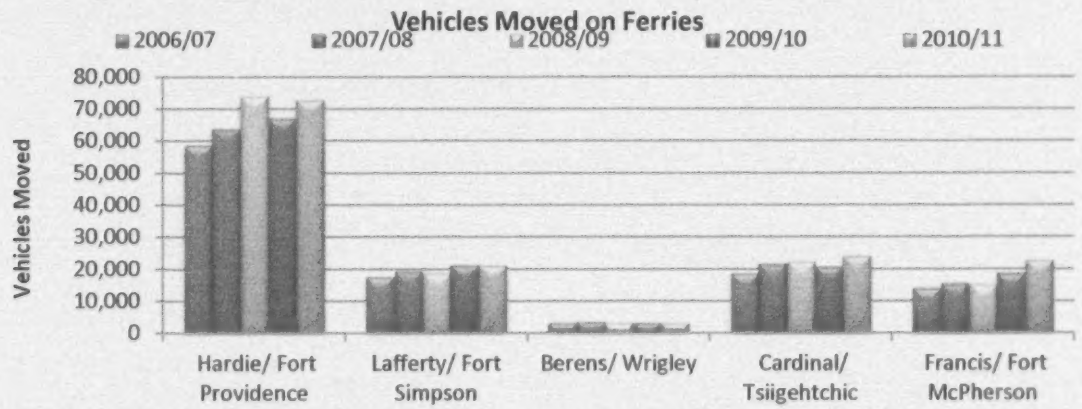
The Department is investing in innovative efficiencies with the goal of reducing green house gas emissions. In 2012-13, an electric deck winch will be installed on the MV Lafferty to tie the vessel to shore allowing the engines to be shut down while waiting for traffic. The winch will provide for a reduction in pollution and fuel consumption. In addition, the MV Lafferty and MV Louis Cardinal have recently undergone a main engine replacement bringing the vessel into compliance with the present emission standards thereby reducing the carbon footprint in marine operations.

Measures Reporting

Total operating days for all ferries



Total vehicles moved on ferries



KEY ACTIVITY 5: COMMUNITY ACCESS PROGRAM

Description

The Community Access Program provides financial contributions and technical assistance to rural and remote communities for the construction and maintenance of community access roads and local boating facilities in support of local recreation and subsistence harvesting activities and for winter road access to granular deposits.

Community access roads include public roads or trails offering all-weather or seasonal access, connecting communities to nearby public locations such as recreational sites, camps, archaeological sites, local resources, and access to fishing, hunting and tourism opportunities.

The program is application-based and funding is allocated to communities based on the merit of the project proposals and level of community support. The Department works to maximize the total number of communities and the number of rural and remote communities receiving contributions. Community involvement, community benefit, cost, and mitigation of potential environmental impacts are considered within the evaluation of project proposals.

Major Program and Service Initiatives 2012-13

2012/13 projects will be determined based on the merit of project proposals submitted by communities.

Measures Reporting

Community Access Program 2011-12

Region	Community	Project Description
Inuvik	Tsiigehtchic	Winter ice road - Arctic Red River
	Aklavik	Winter ice road to Fort McPherson
		PDR - access road to Willow River gravel source
	Fort McPherson	Winter ice road to Aklavik
		Road to new community marine facility & marine facility (boat landing area)
		ATV Trail continuation of project 8 miles to head of Rat River area
		Winter ice road to Tl'oondih
	Paulatuk	Access road to Rat Lake
Sahtu	Tulità	Trail construction - Willow Lake trail
	Fort Good Hope	Hareskin and Rapids trail
	Norman Wells	Jackfish Lake campground road restoration
	Déline	Phase 2 K'atu Trail
		Great Bear Trail
North Slave	Behchoko	Dock pre-engineering/boat launch improvements
	Gamèti	Dock pre-engineering/boat launch improvements
Deh Cho	Fort Simpson	Trail construction to Horn Plateau
	Nahanni Butte	Bluebell and Yohin Lake and Tthenaago Trail construction project
	Wrigley	Access road Fish Lake to Blackwater Lake
South Slave	Enterprise	Access road to spiritual site
	Fort Smith	Grande de Tour winter road
	Hay River Reserve	Construction of two marine facilities (docks & ramps)

Total number of ongoing projects undertaken under the program

- The expansion of the program in 2010/11 resulted in a greater range, scope, and an increase in the number of projects funded each year. In 2010/11, the Community Access Program was fully subscribed with projects undertaken in every region of the NWT

Total number of dollars invested

- Since 1995, the GNWT has contributed a total of $7.85 million in project support across all communities in the NWT.

KEY ACTIVITY 6: ROAD LICENSING AND SAFETY

Description

The Road Licensing & Safety Division (RL&S) ensures the protection of public safety and the environment in areas of private and commercial transportation. The division is responsible for driver testing, issuing vehicle registration and driver's licenses, and to inspect all commercial vehicles operating on the territorial transportation network. The Department also administers the All-Terrain Vehicles Act, which delegate's authority to municipalities to enact bylaws relating to all-terrain vehicles. The Department establishes and enforces the Acts, regulations, and safety codes that apply to drivers and motor vehicles including commercial motor carriers. The Department also ensures compliance with national policies and initiatives. It is responsible to research trends in highway transportation safety, technology development, and future opportunities for partnerships to ensure regulatory harmonization, implementation of new ideas, and to ensure all drivers and vehicles are safe to share the roadways.

Commercial vehicle enforcement is undertaken at two permanent weigh scales located at Enterprise on the Mackenzie Highway and near Inuvik on the Dempster Highway. The Department operates a weigh in motion scale (WIM) on Highway 3 south of Fort Providence; a self-weigh scale at Fort Simpson, and a mobile weigh scale and inspection unit used by enforcement officers who patrol throughout the territory.

There are three areas of program support: Management, Driver and Vehicle Licensing, and Transport Compliance.

Major Program and Service Initiatives 2012-13

Commercial Permitting/ Transport Compliance
To further improve the carrier and inspection programs, the Department will be centralizing the reporting relationship of highway transport officers (HTOs). This will provide for an increased focus on improving operational policy, management oversight, consistency, and coordination among HTOs. The Department will continue to improve efficiencies by providing training and development opportunities for HTO's, hire and train more Northerners, and ensure the division is structured to meet future activities such as the DCB toll.

Partners in Compliance (PIC)
The Department is co-operating with Alberta Transportation to adopt the Partners in Compliance Program (PIC), a motor carriers' safety program that rewards commercial carriers with exemplary safety records by allowing them to bypass weigh scales. Information shared through PIC provides Highway Transport Officers the opportunity to concentrate enforcement efforts on commercial carriers with lesser safety ratings.

Deh Cho Bridge Toll
When the bridge opens to traffic in late 2012, the Department will begin operating an automated toll tracking system. The interconnected automated system includes transponders, cameras and automated axle counters to track and record commercial vehicle crossing events. The technology will reduce the administrative burdens on the department and commercial operators, improve efficiencies, and align with practices in other jurisdictions. This technology will support the collection of approximately $4 million in toll revenue each year.

Motor Vehicle Information System Upgrades
The Motor Vehicle Information System (MVIS) provides essential driver and vehicle licensing, commercial carrier, and enforcement services to the residents of the NWT, and information to Canadian and American jurisdictions through the Inter-Provincial Records Exchange. The issuance of driver and vehicle licensing services generates over $5 million in revenue annually for the GNWT. The MVIS is being replaced and enhanced to ensure the system is sustainable into the future. Enhancements are required to allow for online services and to protect data integrity. New modules were deployed in early 2012. The overall redesign of the MVIS structure is expected to be complete in 2013/14 with system expansions that include online vehicle registration and other client services.

Issuing Offices
The challenge of providing secure identification documents that meet national and international standards has changed the way driver and vehicle licensing agencies do business. New equipment and operational strategies at the Yellowknife office have reduced the amount of time required to issue licenses and registrations and has improved customer privacy for conducting personal business. The Department continues to explore options to streamline processes and improve client service at all issuing locations, including the use of online technologies.

Fees Review
The Department is reviewing current service fees to ensure consistency and fairness. Once these fees are revised, they will be set to increase annually to coincide with inflation.

NWT Road Safety Strategy
A departmental Road Safety Strategy is being developed as part of Canada's National Road Safety Strategy 2015. The safety plan is being created to highlight and direct the work the department is doing to promote road safety through public education, engineering and regulation and legislation.

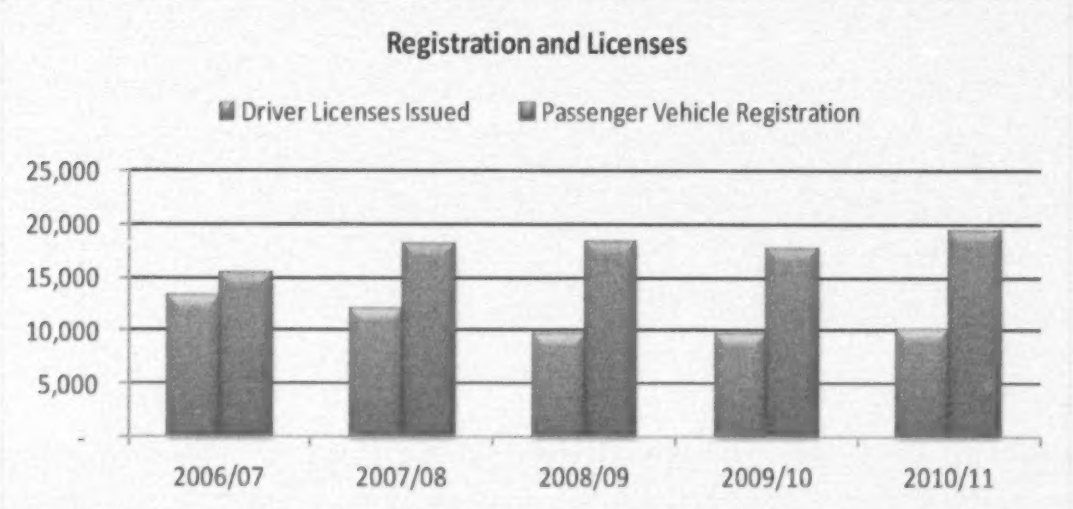
High Risk Driver Program
The Department is developing a High-Risk Drivers Program (HRDP) to identify high-risk drivers, penalize high-risk behaviour through driving suspensions, and provide remedial education. The program will operate under the principle of progressive discipline, whereby remedial and punitive measures increase with the severity and frequency of offences. Remedial or educational efforts to reform high risk drivers will focus on behaviour modification.

Drive Alive
The Department views driver safety as the number one priority on NWT highways. *Drive Alive*, the GNWT's partnership-based safety information program, provides travel safety advice using a variety of media. The Department will continue to develop partnerships promoting information campaigns that focus on driver safety and young driver training.

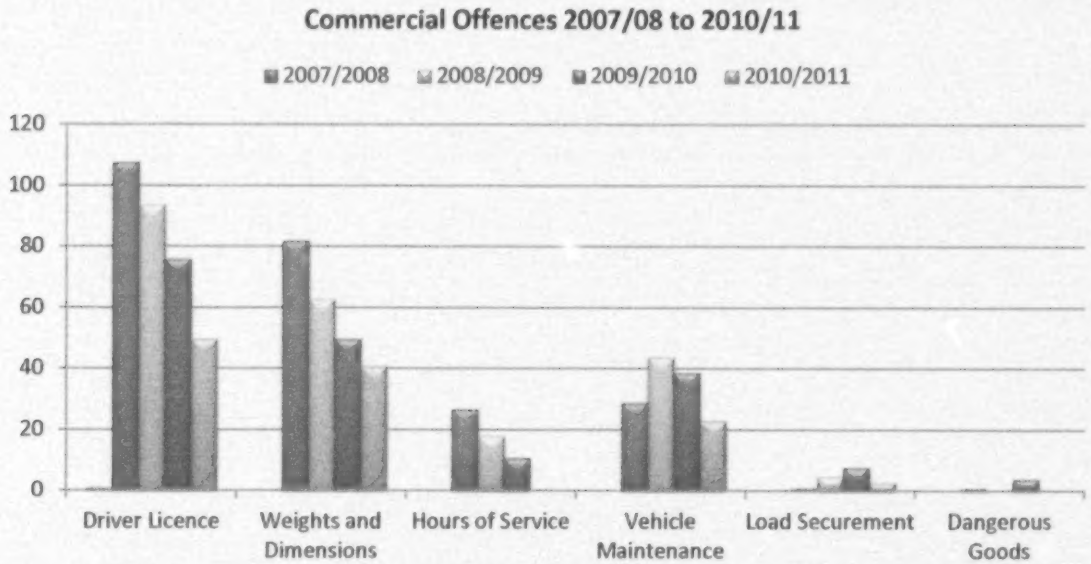
Healthy Choices Framework
The Department participates in a collaborative and coordinated interdepartmental approach to health promotion under the Healthy Choices Framework Action Plan. Prevention and education are effective tools in helping Northerners make healthy choices relating to boating and water safety by avoiding risky behavior that may lead to injuries or death.

Measures Reporting

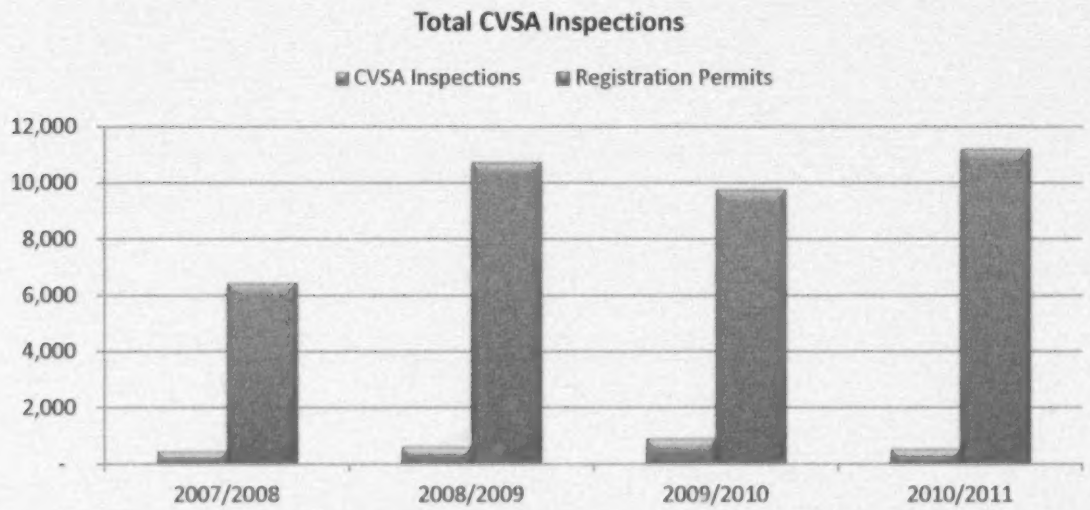
Number of vehicle registrations and licenses issued



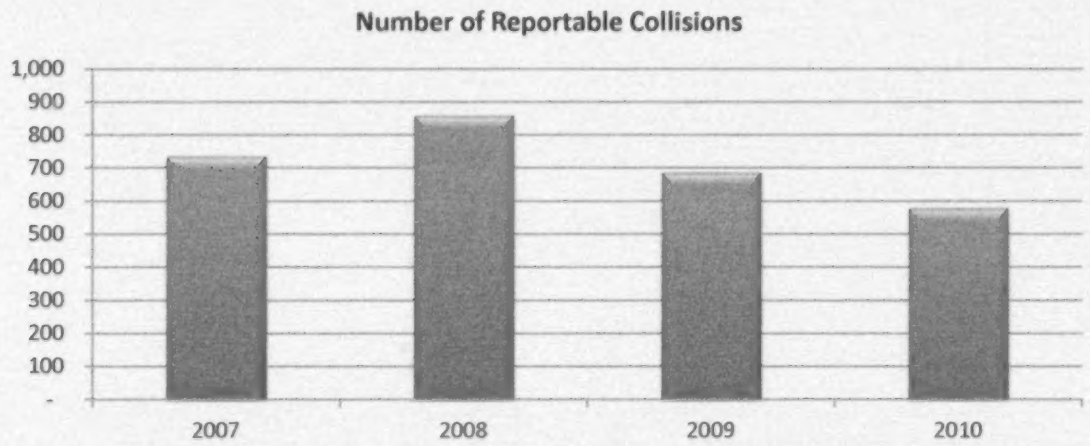
Number of commercial offences



Number of Commercial Vehicle Safety Alliance (CVSA) inspections conducted



Annual volume of reportable collisions



c) Responding to Priorities of the [illegible]

Priority 1 – Building a Strong and Sustainable Future for our Territory

Description

Strengthening our relationships with Aboriginal and other northern governments

Actions for 2012-13

The Department of Transportation continues to partner with community and Aboriginal Governments to improve the transportation system. For example:

- DOT and the Tlicho government recently entered into an MOU to re-engage on environmental and engineering studies related to realigning the existing Tlicho winter road to a seasonal overland route.
- Subject to available federal funding, the Department will enter into MOUs with Aboriginal groups along the Mackenzie Valley to complete Stage 2 activities relating to the Mackenzie Valley Highway.
- DOT continues to seek opportunities to partner with Aboriginal governments and communities to improve transportation infrastructure.
- DOT continues to explore options to continue the annual construction of the winter re-supply route to Wekweèti.

Description

Working with our partners to ensure responsible stewardship through our land and resource management regime

Actions for 2012-13

- DOT continues to implement the environmental strategy, *Green Light: Signaling the Department of Transportation's Commitment to the Environment.* Activities underway include the remediation of contaminated sites, and the development of a Climate Change Adaptation Plan.
- The realignment of Highway 4 will also help facilitate the environmental remediation of Giant Mine, being done by the federal government.

Priority 2 – Increase employment opportunities where most needed

Description

Reducing dependency on government by encouraging people who are able to enter or remain in the workforce

Actions for 2012-13

- DOT continues to work towards expanding and improving the transportation system to provide communities with access to economic development and job opportunities.
- The Marine Training Program, the Aviation Career Development Program, and the Apprenticeship Program have helped to increase the number of northerners trained and working in transportation related fields.
- Expansion of the Community Access Program to support construction of access roads and develop community capacity through local employment opportunities.

Priority 3 – Strengthen and diversify our economy

Description

Making strategic infrastructure investments such as the Inuvik to Tuktoyaktuk Highway, the Mackenzie Valley Fiberoptic Link, and hydro initiatives

Actions for 2012-13

Construct the Inuvik to Tuktoyaktuk Highway as the first phase of the Mackenzie Valley Highway

- Short term actions include completing the environmental review process and related baseline field data collection and geotechnical studies, finalizing land tenure and royalty regimes, negotiating a federal funding agreement, determining and implementing the preferred procurement approach and preliminary design.

Mackenzie Valley Fiber Optic Link

- The Mackenzie Valley Highway supports the Fiber Optic project as both projects share a similar corridor.

Description

Supporting the Mackenzie Gas Pipeline project

Actions for 2012-13

- The Mackenzie Valley Highway shares a corridor with the Mackenzie Gas Project. The Highway will improve the feasibility, and mitigate risks associated with the Mackenzie Gas Project. It also supports the expansion of oil and gas activities, hydro and tourism opportunities.

Description

Developing a socially responsible and environmentally sustainable economic development and mining strategy

Actions for 2012-13

- Projects, such as the Deh Cho Bridge and other system improvements, increase the reliability, extend seasonal access, support the economic sustainability of industries that rely on the system for resupply
- Future projects, such as the Seasonal Overland Route and the Tlicho winter road realignment, will provide opportunities to expand exploration, improve the feasibility of known deposits, and mitigate risk for existing developments.
- Increase flooding and spraying efforts using ice spray technology to accelerate construction and open the ice bridges to full capacity earlier in the season and maintain later in the season.
- Extend the operating seasons for ferries at the Peel and Arctic Red River crossings.
- The Department is partnering with industry to construct a winter route to Wekweètì in early 2012 supporting community resupply and reducing the cost of living.
- The Department is partnering with the oil and gas sector to increase the capacity of the Mackenzie Valley Winter Road.
- Ongoing reconstruction of the existing highway and airport network increases the capacity of the transportation system to support increased development.

Priority 5 – Ensure a fair and sustainable health care system

Description

Investing in prevention, education and awareness and early childhood

Actions for 2012-13

- The Department of Transportation's *Drive Alive* program promotes prevention, education and awareness around personal safety, including the use of seat belts, helmets, and life vests under the Healthy Choices Framework Action Plan
- Increased commercial vehicle enforcement to promote and increase safety on NWT highways.

d) Infrastructure Investments

Planned Activities – 2012-13

Airports
Runway LED lighting – Install runway edge LED lights (Jean Marie River)
Runway Stabilization – EK 35 application at Tulità and Fort Good Hope (Territorial)
Tractor, Airports – Replace 17-year old sweeper (Fort Simpson)
Tractor, Airports – Replace 17-year old sweeper (Fort Smith)
Snow Blower, Airports – Replace 19-year old snow blower (Paulatuk)
Grader, Airports – Replace 25-year old grader (Yellowknife)

Marine
Ferries Generator - N'Dulee Camp generators (Fort Simpson)
Lafferty Ferry - Lafferty Capital Improvements (hydraulic mooring vehicles) (Fort Simpson)
Replace, upgrade Slipways/ haul out – Fort Liard ferry landing (Fort Simpson)

Highways
Culvert Replacement Program – Replace large culverts on highway system (Territorial)
Highway Mobile Equipment – Replace two 20-year old graders, one 20-year old stake truck, one 20-year old oil distributor truck, and one 10-year old plow truck (Territorial)
Highway Chipseal Overlay Program – Replace existing highway chipseal surfaces (Territorial)
Various Bridges Program – Rehabilitate/ replace existing bridges on highway system (Territorial)
Hwy 4 km 0-69.2 – Reconstruction between km 35.1 to 43.8 (Territorial)
Hwy 1 km 188-457 - Reconstruction – km 188-457 (Territorial)
Hwy 8 km 0-259 - Reconstruction – km 50-71 (Territorial)
Upgrades Storage Compounds – Upgrades to Sand/ Salt Storage Compounds, Highways (Territorial)
Deh Cho Bridge – Final phase of construction (Territorial)
Inuvik to Tuktoyaktuk highway – Construction of a 140 km all-weather highway (Territorial)

Road Licensing and Safety
Motor Vehicle Information System – Upgrade MVIS to Windows-based environment (Territorial)

e) Legislative Initiatives

Planned Activities – 2012-13

Public Airports Act
The *Public Airports Act* is in need of amendments to clarify the responsibility, control, and administration of all activities relating to parking enforcement on Airport Lands. In addition, the Department wishes to clarify the authority and responsibility of the Minister with respect to the disposal of assets on Airport Lands. The Department is also considering amendments to address the authority to establish an airport improvement or similar fee.

Motor Vehicles Act
The Department is committed to ensuring that its legislation remains current to assist staff and peace officers in the administration and enforcement of motor vehicle related programs. A Legislative initiative will be proposed with 25 or more amendments to modernize the Act. In addition, the Department is considering a proposal to update the drinking and driving provisions of the Act

All-Terrain Vehicles Act
Off-road vehicles, including snowmobiles and quads, are a common form of transportation throughout the Northwest Territories, especially in communities with limited seasonal highway access or no access at all. Off-road vehicles are used extensively for surveying and other work-related activities, for traditional purposes such as hunting, fishing and trapping, and for recreation.

Operation of off-road vehicles is governed by the *All-Terrain Vehicles Act*. The Act came into force in 1988 and is out of date. The ATVA requires a complete review. This will involve meeting with the communities and other stakeholders to ensure that the regulatory framework is in place for public safety.

This review may lead to major changes to the legislation to incorporate better safety provisions and to account for new products that are available on the market. The amendments must recognize the uniqueness of the North, using snowmobiles and ATVs as primary vehicles, yet, as with motor vehicles, ensuring the safety of those using these vehicles and those around them.

Public Highways Act
The *Public Highways Act* is in need of minor amendments. The amendments should clarify the responsibility, control, and administration of all activities that take place within the corridors designated as Public Highways. In addition, the Department wishes to clarify the authority and responsibility of the Minister with respect to public verses private roadways

f) Human Resources

Overall Human Resource Statistics

Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	273		281		282		271		276	
Indigenous Employees	154	56%	164	58%	166	59%	156	58%	159	58%
Aboriginal	102	37%	105	37%	103	37%	100	37%	104	38%
Non-Aboriginal	52	19%	59	21%	63	22%	56	21%	55	20%
Non-Indigenous Employees	119	44%	117	42%	116	41%	115	42%	117	42%

Note: Information as of December 31

Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	11		11		12		12		13	
Indigenous Employees	2	18%	2	18%	3	25%	3	25%	4	31%
Aboriginal	1	9%	1	9%	1	8%	1	8%	0	0%
Non-Aboriginal	1	9%	1	9%	2	17%	2	17%	4	31%
Non-Indigenous Employees	9	82%	9	82%	9	75%	9	75%	9	69%
Male	9	82%	10	91%	12	100%	12	100%	13	100%
Female	2	18%	1	9%	0	0%	0	0%	0	0%

Note: Information as of December 31

Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	149		145		144		130		140	
Male	144	97%	138	95%	137	95%	123	95%	134	96%
Female	5	3%	7	5%	7	5%	7	5%	6	4%

Note: Information as of December 31

Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	3	1.1%	1	0.4%	1	0.4%	1	0.4%	1	0.4%

Note: Information as of December 31

Position Reconciliation

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2011-12 Main Estimates	Change	2012-13 Main Estimates
Total	313	-	313
Indeterminate full-time	284	-	284
Indeterminate part-time	-	-	-
Seasonal	29	-	29

Adjustments during the Year:

Position	Community	Region	Added/ Deleted	Explanation
				There are no changes in the Department

Other Positions

There are no other positions in the Department

Other Human Resource Information

The Department of Human Resources has launched a long-term human resource strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
34	33	18	15	1

Note: Information as of August 17

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
2	2	1	1	

Note: Information as of December 31

Transfer Assignments (In)				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
8	5	3	2	3

Note: Information as of December 31

Transfer Assignments (Out)				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
8	2	1	1	6

Note: Information as of December 31

Activities Associated with Staff Training & Development

The Department of Transportation continues to actively participate in a range of initiatives supporting the Human Resources Strategy, *Developing Our Greatest Resource*.

The Department successfully increased the number of student hires from 31 to34 and provided excellent learning opportunities across a range of technical and operational areas. The Department offered recent post-secondary graduates career development opportunities in communications and environmental affairs through the GNWT's Internship Program. DOT also continued its participation in post-secondary Co-op training programs. The Department supported 10 apprenticeship opportunities in the electrical and heavy duty mechanic fields in 2011-12. Eight developmental transfer assignments were initiated to assist employees to realize long-term career aspirations with the Department.

DOT's Engineer recruitment efforts were enhanced using a new website dedicated to recruiting engineers and engineering technologists/technicians, project officers and managers, and others required to manage and deliver infrastructure projects.

Marine employees actively participated in the Marine Training Program again this year. This Program helps to prepare staff for local employment opportunities and continued advancement within the Marine field. DOT also supported a range of leadership, project management and specialty training requirements (e.g. new geometric design programs) for employees working across all program and service areas.

The Department continued to partner with the northern airline industry in the delivery of the Aviation Career Development Program. During 2011-12, nine $5,000 scholarships were awarded to NWT residents.

Each year DOT and the Department of Public Works & Services jointly sponsor awards for students in Grades 7, 8 and 9 who have achieved the highest combined marks in math and science. The purpose of these awards is to encourage students to excel in math and science and by doing so, help prepare them for continued learning in the fields of engineering and a wide range of technical trades. In 2011-12, 27 schools (up from 22 in the previous year) from across the Northwest Territories participated in the Program, recognizing the academic achievements of 68 students.

Since its inception, more than 60 staff members have enrolled in the Career Development Program, which continues to be reviewed to identify improvement opportunities. The Department's employee career development and learning objectives received support through the use of leading edge technologies in the workplace. The Department continued to promote a strong worker safety culture through the various activities of its Occupational Health and Safety (OH&S) Program. With the support of all Departmental Joint Occupational Health and Safety Committees and Safety Representatives, DOT's OH&S Program continues to support numerous safety training and orientation activities for employees, as well as annual Safety Recognition Awards.

Employee recognition continues to be a high priority for DOT. The Department recognizes the hard work and dedication of its employees and teams through the *Tranporter* newsletter (DM Dues) and the Awards of Excellence Program.

g) Information Systems and Management

Overview

DOT's information systems and related support services play a critical role in enabling the enforcement of transportation regulations (e.g. driver and vehicle licensing, commercial traffic tolls, permits and enforcement), real-time provision of information to the travelling public and industry, support effective management of transportation infrastructure vital to the economic and social well-being of the NWT and supports transportation-related financial and administrative functions.

Planned Activities - 2012-13

DOT's major information system (IS) initiative for 2012-13 is to upgrade the Motor Vehicle Information System (MVIS). The MVIS provides essential driver and vehicle licensing, commercial carrier, and enforcement services to the residents of the NWT, and information to Canadian and American jurisdictions through the Inter-Provincial Records Exchange. The upgrade will ensure the system is sustainable into the future.

The new Driver and Vehicle System (DRIVES) will deliver a range of improvements in the areas of data integrity and service delivery through the use of online services. DRIVES will be implemented on a module by module basis and is scheduled to be complete by 2013/14.

Other IS initiatives and analysis activities planned for 2012-13 include:

- Complete the implementation of the Marine Passenger & Ferry Tracking System
- Roll out Asset Maintenance System to include Marine equipment and Highway Surfaces
- Expand Safety Management Information System for use in smaller airports and DOT's Occupational Health & Safety Program.
- Implement SharePoint 2010, including access outside the GNWT network
- Prepare for a replacement of the Weigh-Scale software which will integrate into the new DRIVES system, improving operations for managing permits.
- Preliminary analysis for an Airport Security Management System to satisfy new national regulations being developed which would be in force in 2014/15.
- Support analysis into system solutions for Environmental Management functions.
- Continue to participate in national & regional developments into a shared regional 511 Road / Weather Information system, providing information via website and phone (511) services
- Analysis and business case preparation for various possible interfaces from DOT's systems to the GNWTs financial information system (SAM).